The Municipality of Metropolitan Toronto

Annual Report
1990

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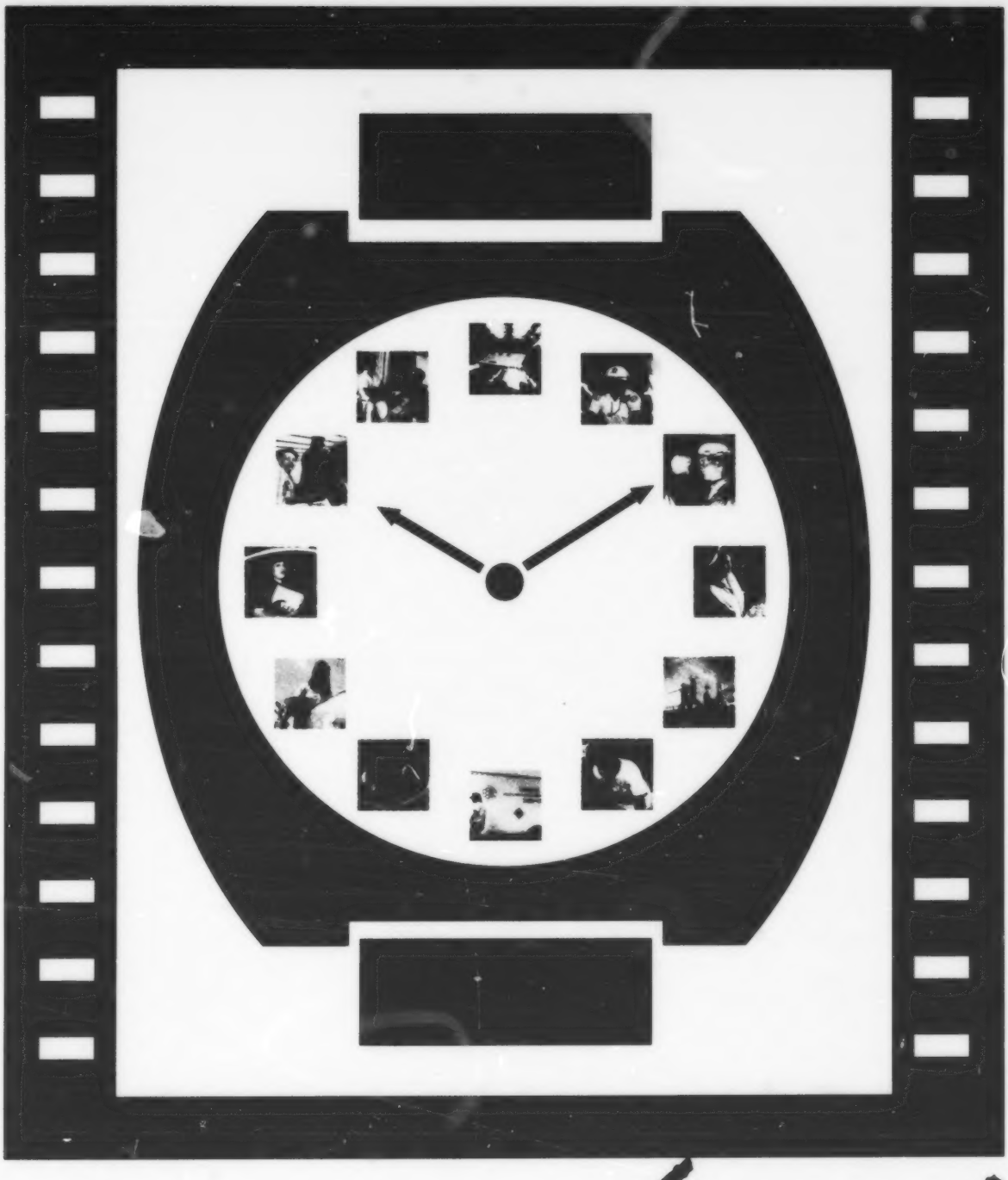
The Municipality of Metropolitan Toronto was incorporated in 1953 by an act of the Province of Ontario. The most populous municipality in Canada, it is located on the north shore of Lake Ontario and consists of six municipalities – the Borough of East York, the City of Etobicoke, the City of North York, the City of Scarborough, the City of Toronto and the City of York. The Municipality, with a population of 2,140,000, covers 632 square kilometres extending 40 kilometres along the north shore of Lake Ontario and 16 kilometres inland.

The structure of the metropolitan federation is based on the concept that certain services common to the community are the responsibility of Metropolitan Toronto, while services of a local nature are provided by the local municipality. The provision of other services is shared to the degree each function is metropolitan or local in scope.

Services provided by the Municipality of Metropolitan Toronto include police protection, regional roads and expressways, public transit, water supply, solid waste disposal, ambulance services, social services and regional parks. The area municipalities assume responsibility for such matters as fire protection, local streets, garbage collection, neighbourhood parks and the collection of property taxes.

With the highest income, output and invested productive capacity of any municipality in Canada, the economy of the Municipality ranks as one of the strongest and most diverse in Ontario, and indeed in Canada.



Metro Toronto...
Service Around
the Clock

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Metro Toronto's service around the clock begins with workers at the R.C. Harris Filtration Plant taking their stations in the bracing, early morning air ... helping ensure that the machinery which pumps clean, potable water to Metro's 840,000 households, 24 hours a day, 7 days a week, keeps running smoothly.

Highlights of the Year

Ended December 31, 1990

Operating

- A discussion paper "Towards a Solid Waste Master Plan" presents three scenarios for the development of a metropolitan solid waste management system over the next 40 years.
- Metro Toronto endorses the "Lets Move" program — the Province of Ontario's $5 billion strategy for meeting the Greater Toronto Area's public transit requirements into the 21st century.
- Metro's Community Services Department hosts the 1990 Private Home Day Care Conference of Ontario demonstrating leadership in the child care field.
- Completed construction of Lakeshore Lodge Home for the Aged and opened a new special care unit at Cummer Lodge.
- Metro Zoo completes Capital Master Plan that details exhibit and site development for the next 25 years.
- Gray Coach Lines Ltd., a subsidiary of the Toronto Transit Commission, sold to private interests.
- Implementation of the Corporation's own mainframe facilities and transfer of services from the City of Toronto's computer.
- Metro's report: "The GTA: Concepts for the Future" sets out a balanced and objective view of future growth scenarios for both the Greater Toronto Area and the Metropolitan region.

Financial

- Reserves and reserve funds up $40.7 million, to $394.7 million.
- Debt service charges as a percentage of general tax levy decline to 11.9% from 12.4% in 1989.
- Current expenditures for general welfare assistance up 41.2%.
- Capital expenditures on transportation and environmental services account for 76% of total capital spending.
- Triple "A" credit rating confirmed by major international credit rating agencies.

Results for the Year
Ended December 31, 1990

Dollars in Millions

	1990	1989	% Increase/ Decrease
Levy on area municipalities	**$ 954**	$ 882	+8.2
Provincial grants	**1,013**	843	+20.2
User charges	**973**	925	+5.2
Current expenditures	**2,748**	2,341	+17.4
Capital expenditures	**457**	423	+8.0
Net long term liabilities	**430**	466	-7.7
Reserves and reserve funds	**395**	354	+11.6

Dollars in Millions

Levy on Area Municipalities

Current Expenditures

Net Long Term Liabilities

Reserves & Reserve Funds

Metropolitan Chairman Alan Tonks (left) and Dale E. Richmond, Chief Administrative Officer

Message from the Metro Chairman

As Metropolitan Chairman, I am proud to be associated with the many significant operating and financial accomplishments highlighted in this 1990 Annual Report of the Municipality of Metropolitan Toronto.

The year 1990 was clearly one of fiscal challenge. Metro Council and staff were compelled (and still are) to operate in an environment constrained by difficult economic times, budget restraints by other levels of government and the increasing demands for services of the highest quality. I am pleased to recognize, however, that Metro's fundamental financial strengths, coupled with a concerted effort to combine fiscal prudence with expenditure restraints, enabled us to complete the year's operations within budget.

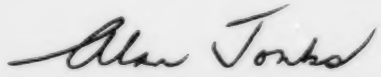
In order to formulate effective public policy, there is a need to carefully examine both the day-to-day issues as well as those with far reaching implications that dominate municipal government. Metro Council has adopted a long-term Strategic Plan as a statement of essential goals and service priorities, and as a guide for current and future policy decisions. The Plan encompasses a vision for developing the Metropolitan Toronto community to ensure that it remains a healthy and productive place in which to live and work, while continuing to respond to change. For Metro Council, the primary goals, key objectives and major priorities embodied in the Plan will be used to guide debate that arises from inevitably competing service demands. Additionally, it will foster a renewed commitment to public participation as, together, we meet the challenge of building a sound, safe and stable metropolitan community.

In a larger context, it has been recognized that Metropolitan Toronto is important to the health of the provincial and national economies. It is a primary source of Canadian growth and productivity. A strong Metropolitan economy will generate rising personal and corporate incomes. At the same time, we have important roles to perform and responsibilities to discharge: in these uncertain economic times, our major focus has centred around the creation of new jobs through an acceleration of our capital program, the pursuit of competitive strategies for jobs and training opportunities, and the acceleration of the development of Metropolitan-owned land to provide construction jobs and sites.

Fulfilling our responsibilities as a direct employer, as a partner with other levels of government and the community, and as a catalyst with the private sector is critical to the renewed economic health of the region and beyond.

Let me state in the strongest possible terms that the Metropolitan government believes that comprehensive reform of the Federal-Provincial-Municipal fiscal arrangement is urgently required and that a thoughtful rationalization of the responsibilities, accountabilities and funding arrangements among the Federal Government, the Province of Ontario and Metropolitan Toronto will go a long way towards balanced economic benefits for all.

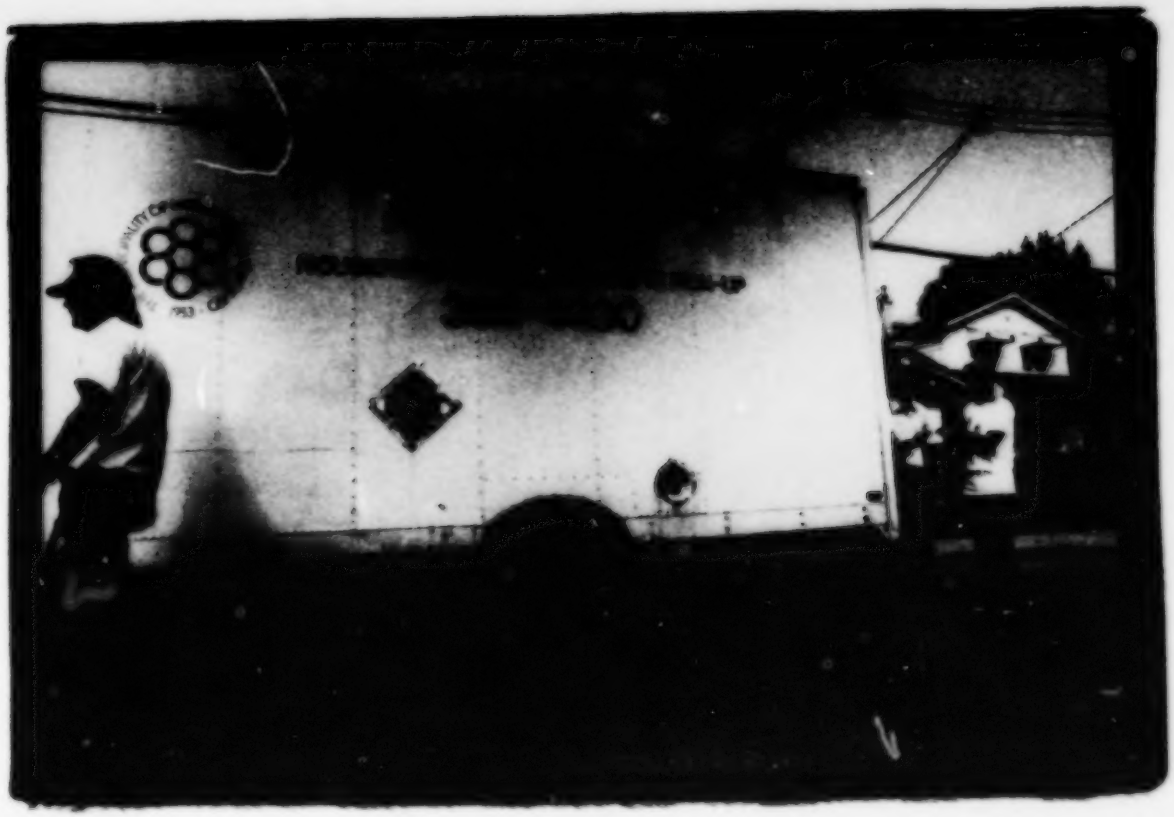
Metro Toronto looks forward to continuing our long tradition of fostering responsible government and strong urban leadership as we seek to provide a better future for our citizens.



Alan Tonks
Chairman, Metropolitan Toronto Council

Metro Toronto... Service Around the Clock

Mid morning means its "milk and cookie" time at Metro's Day Care Centres. The child care service philosophy of the Community Services Department is to enrich a child's early learning experiences, respond to local community needs and to promote public and government awareness of child care issues.



Solid waste management issues continued to dominate the agenda of the Metropolitan Toronto Works Department in 1990, although significant decisions were made during the year in relation to sewer capacity issues and to enhancements in treatment processes at one of our major water purification plants.

The mandate of the Department's Solid Waste Management Division is to provide transfer and disposal services as well as solid waste reduction, reuse, recycling and composting services for the metropolitan region. The Division also receives and processes waste from the Regions of Durham and York.

In 1990, the Division undertook and expanded many initiatives to help facilitate recycling activities in the Metropolitan Toronto area. Recycling diversion credits were paid to area municipalities to implement separate collections for recycling materials ultimately destined for landfill. An ambitious promotion and public education campaign continued to increase public awareness of the issues, while, at the same time, a Community Action Waste Reduction Grants programme was initiated.

The Public Participation Office of the Division was involved in the release of a discussion paper entitled "Towards a Solid Waste Master Plan" which presented three scenarios for the development of the region's solid waste management system over the next 40 years. In the meantime the Division continued to dispose of over 3.1 million tonnes of waste at Metropolitan Toronto's two landfill sites.

The central thrust of the entire year's activity was the marketing of the three concepts of reduction, reuse and recycling. Put another way, convincing the citizens of Metropolitan Toronto that "the future is R's!"

It's noon time in the east end of the city and a Metro "Toxics Taxi" crew is doing its rounds, minimizing the environmental impact of municipal solid waste disposal.

1990 was a year of significantly expanded activity in the Industrial Waste Enforcement section of the Metropolitan Works Department's Water Pollution Control Division. In accordance with the revised Metropolitan Sewer Use By-law passed in 1989, the Department distributed 2,300 Waste Surveys. The information collected as a result will catalogue types of waste and the quantities being discharged by industrial and commercial institutions within Metropolitan Toronto. As well, lake and stream sampling was intensified during the year in order to ensure the highest quality of water in Metropolitan Toronto.

The new Industrial Waste Laboratory was completed in 1990, and will provide state-of-the-art analytical capabilities and support to the Department's Industrial Waste Enforcement Group. At the same time, major capital expenditures continued in 1990, particularly in the expansion of treatment plants to ensure that Metropolitan Toronto keeps up with the anticipated population growth and adheres to tighter emission standards.

The efforts of the Water Supply Division of the Metropolitan Works Department in 1990 continued to be focussed on the quality of water furnished to users of the metropolitan water supply system. In this regard, new processes for the treatment of water, which will further enhance its quality, are being studied in conjunction with the area Municipal Medical Officers of Health and the Ministry of the Environment.

A five-year study to evaluate water quality, process optimization, alternative treatment technology and to project the future expansion of system capacity was undertaken during the year. It is intended that the results and findings arising therefrom will be embodied in a future Water Supply Report.

In a climate of growing public concern and awareness of environmental issues, the Metropolitan Works Department is acutely aware of its responsibilities and obligations with regard to preserving our environmental future, recognizing that our ability to effectively respond to this most pressing of urban challenges will determine, in large part, our quality of life in the twenty-first century.

The afternoon begins with a Metro Works employee tracking down industrial pollutants to prevent toxic wastes from being dumped into Metro's sewers. Metro Toronto's environmental protection goal is to be proactive in adopting policies and programs to ensure a better quality of life for today, and tomorrow.

When first envisaged by Metropolitan Council in 1956, the purpose of the Metropolitan Toronto regional parkland system was twofold: to preserve a significant part of the fabric of Metropolitan Toronto, and to provide a range of outdoor recreational opportunities for both citizens and visitors. This mandate has resulted in one of the largest and most dynamic urban parkland systems in the world, encompassing 4660 hectares of waterfront and valley land.

The Metropolitan Parks and Property Department, responsible for maintaining and developing this parkland, will face many challenges in the coming years: greater demands for parkland conservation and naturalization, balancing the sensitivity of the environment with special needs of our visitors, and creating a comprehensive approach to improving park and trail network linkages with the area municipalities.

During 1990, the Department made considerable progress in addressing some of these issues. Rosetta McClain Gardens, Metro's newest garden park, was completed during the year and contains distinctive features such as a multi-sensory granite fountain, scented and floral gardens, Braille signs, and specially designed seating — significant contributions towards the concept of a fully-accessible park design.

Over 22,000 trees and shrubs were planted, many through a cooperative program with the Boy Scouts of Canada. Other features of Metro's park system include horticulture and arboriculture displays; campgrounds, sports fields and golf courses operated on a user-pay basis; and the Ferry Service to Toronto Island Park.

The park facilities provided by the Department are required to satisfy an increasing range of needs. Studies of recreation and leisure trends demonstrate that year-round enjoyment of open spaces will continue to grow in the coming years. Also, a gradual aging of the population indicates that the shift towards more casual, passive recreational pursuits will continue.

Metropolitan Council recognizes the valuable contribution a regional parkland system makes to the quality of life of its citizens, and is committed to seeking new ways to preserve this heritage.

In the middle of a sweltering mid-afternoon, Mother Nature gets a helping hand at "James Gardens" — part of the 4660 hectares of public parkland located across Metropolitan Toronto. Encouraging year-round access to regional parkland and ensuring our recreational resource base keeps pace with growing community interest in outdoor activities continue to be major priorities.

The Metropolitan Toronto Library Board operates the Metropolitan Toronto Reference Library, providing direct reference service to the people of Metropolitan Toronto. As Canada's major public reference library, it plays a leading role in the provision of user-centred information services and the development of library collections, serving as an integral part of the information network that links local, provincial, national and international resources.

A key element in its public service focus is the Library's commitment to providing timely, accurate information that is relevant and appropriate to people's diverse needs and interests. It supports and assists users engaged in independent learning, as well as those conducting in-depth studies of specific areas of knowledge. The Library is also committed to making the public aware of the information resources available to them.

An extension of this service to the public is the Library's service to *other* libraries. The Metro Reference Library actively encourages and facilitates the sharing of resources among the various municipal public library systems within Metropolitan Toronto. As a *Special Library Service Board* under the Ontario Public Libraries Act, the Library Board provides library resources to the Ontario Library community as appropriate, and develops partnerships for providing information services to other public libraries in the province.

1990 was a year of "great beginnings" for the Library Board, the most significant being the inclusion of staff from all levels in its long-range planning process. Staff from across the Library made major contributions to the 1991-94 planning cycle. The plan concentrates on improving service to the public, examining the Library's mandate, and establishing an image in the community. This new broad-based process revealed an organizational will to cooperate and address issues of common interest and concern in a constructive manner.

In its day-to-day operations, the Metro Reference Library continues to experience a very high level of use, with more than 1.2 million people visiting the library in 1990. 1,181,240 questions were received at information desks and via telephones, and the use of library materials exceeded the 3 million mark. Nearly 1.5 million books and bound periodicals, and 2.5 million other items such as films, videos, tapes, maps and posters give the Library total holdings of 4 million items! — helping make it a reference service that is unique in Canada and outstanding amongst similar facilities throughout the world.

Where better to be at 6 p.m. in the heart of downtown Toronto than the Metro Toronto Reference Library. A major research and reference centre in the Canadian public library community, it serves as an excellent resource for personal pleasure, academic pursuits and business or professional needs.

Wheel-Trans is a specialized door-to-door public transit service for persons with disabilities travelling to and from destinations within Metropolitan Toronto. The operation of the service is the responsibility of the Wheel-Trans Department of the Toronto Transit Commission. The Department, comprising 375 employees, operates a fleet of 124 Orion II vehicles; in addition, it administers service contracts utilizing over 100 additional vehicles.

A 12-member Community Committee, which meets on a regular basis and is comprised of Wheel-Trans registrants, provides user input to the Commission on issues related to the service. This Committee also determines the eligibility of applicants for the service in accordance with established criteria.

During 1990, Wheel-Trans transported nearly 1,000,000 passengers on its 124 vehicles, a 20% increase over 1989.

The Department, in its ongoing efforts to improve and expand its service for the elderly and persons with disabilities, launched the Lawrence Manor Community Bus project in 1990. This one-year trial initiative is a 10-kilometre, fixed-route bus service: a 20-seat, wheel-chair-accessible Orion II vehicle makes regular stops at a hospital, a shopping centre, a library and the Lawrence West subway station. It can also be hailed anywhere along the route. This week-day-only service is intended primarily for people who find it difficult to board conventional buses or walk to bus stops, but it can be used by anyone, and at the same price as the conventional system.

The above initiative represents just a small part of a comprehensive plan, entitled "Choices for the Future", whose objective is the development of a community bus network for persons with special transportation needs and which would connect with rapid transit services at key stations that are to be made fully accessible for wheelchair users in the future.

As day gently turns to dusk, "Wheel Trans" is all geared up to help the citizens in our community with special transportation needs. This specialized door-to-door public transit service enhances the quality of life and ability to cope for people with disabilities in a manner that reflects Metro's desire to provide responsible and caring services.

Metro's Homes for the Aged, a Division of the Department of Community Services, provides residential, extended and health care services to persons over 60 years of age within the Metropolitan area. During the year, care was provided to a total of 3166 residents of which 2541 were in Metropolitan directly-operated Homes for the Aged and 625 in Satellite Homes.

Each of the 9 Metro Homes provides a coordinated and comprehensive method of care. A multi-disciplinary approach ensures that every resident's physical, social, intellectual, spiritual and emotional needs are addressed.

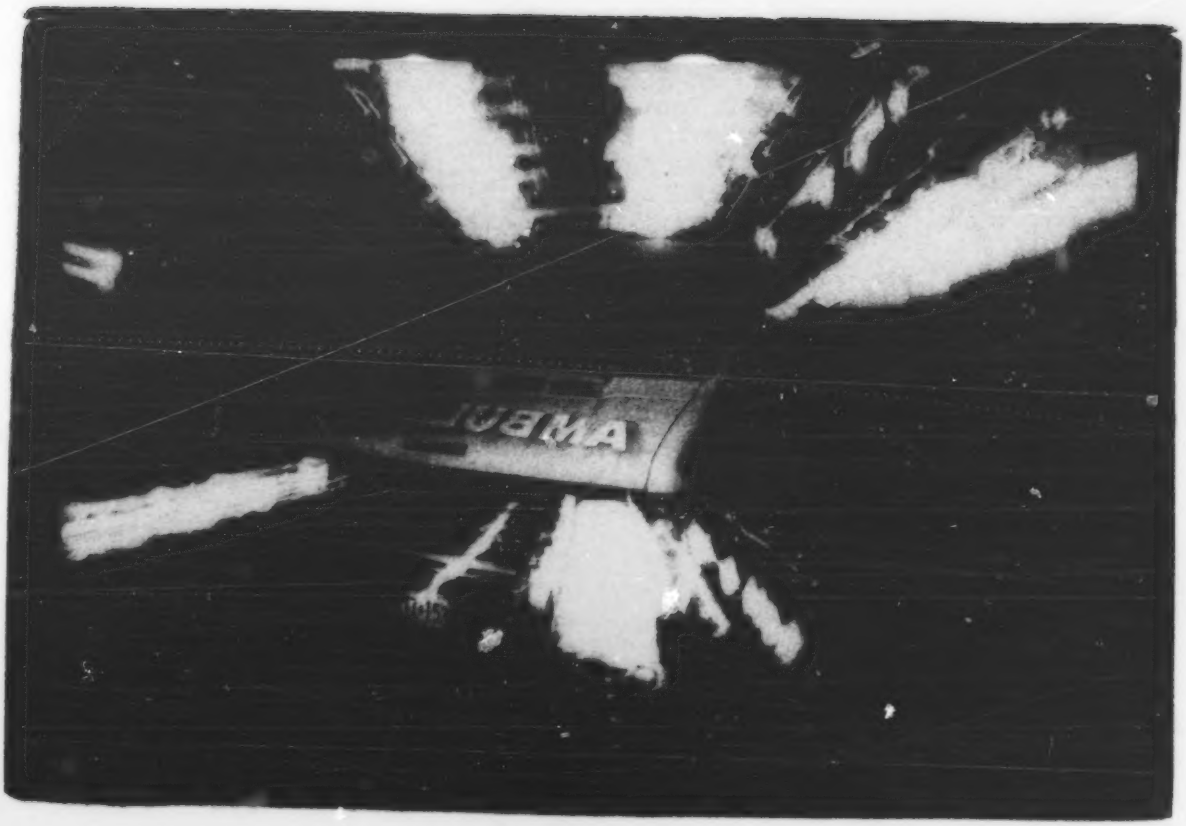
The Homes for the Aged Division is just one of 7 Divisions of the Department of Community Services which, taken together, provide a broadly based and comprehensive range of quality human services to the residents of Metropolitan Toronto. These include income maintenance, emergency and relief shelter, pre-employment support services, day care for children, and the provision of assisted housing to senior citizens.

In recognition of the fact that the economy, environment and population of Metropolitan Toronto is rapidly changing, Metropolitan Council recently established a Task Force to develop a Social Plan for the next decade. In 1990, the Task Force consulted over 2000 residents from all parts of Metropolitan Toronto, as part of a series of public meetings hosted by Metropolitan councillors in 59 communities in all 28 metropolitan wards. Its Interim Report contains the following fundamental principles to guide the future development of the Plan and to give meaning to its vision:

- There is a minimum standard of living and no resident of Metropolitan Toronto should fall below this level.
- Residents should have equal access to the diversity, wealth of opportunities and benefits of Metropolitan Toronto.
- Metropolitan Toronto is enriched by its diversity and is opposed to any form of discrimination.
- Metropolitan Toronto believes in strong communities and neighbourhoods that provide their members with identity, a sense of belonging and support.
- All individuals and groups must feel a sense of ownership in the various facets of life in the metropolitan region.

It is envisaged that the final report of the Task Force will be presented to Metropolitan Council early in 1992.

10 p.m. — and getting close to "lights out" at Fudger House, one of nine Metro Homes for the Aged. Metro is committed to developing and maintaining a cohesive, comprehensive program of seniors' care that recognizes the dignity of each resident, both as an integral part of a family unit and the community as a whole.



The Department of Ambulance Services of the Municipality of Metropolitan Toronto operates and maintains the ambulance service within Metro Toronto as an integral part of the provincial health care system.

The Department is directly responsible for the provision of emergency and non-emergency pre-hospital medical care and transportation at basic and advanced life support levels and, through the dynamic deployment of its resources, responds to emergency demands generated by over two million residents within a geographic area of 640 square kilometres in under seven minutes.

In 1990, the pre-hospital medical resources of the Department were requested, on average, 1100 times a day. The necessary response capabilities are coordinated by the Communications Centre which provides the intense coordination required through a critical combination of highly trained staff and state-of-the-art communications technology.

The Department of Ambulance Services has developed a balanced, integrated system of coordinated, pre-hospital emergency service ready and able to react and respond to the challenges inherent in the provision of such service in a large urban centre. It has earned for Metropolitan Toronto an international reputation for service excellence and innovation in the pre-hospital care field and, more recently, has been called upon for consultation by delegates from Japan, China, France, Brazil, the Soviet Union, the United States and the United Kingdom.

Midnight, and a Metro Ambulance races to one of the 1100 calls that will be handled every 24 hours across Metro. The Department of Ambulance Services takes justifiable pride in its reputation for delivering the highest quality of service in the provision of pre-hospital medical care and the transportation of the ill and injured.

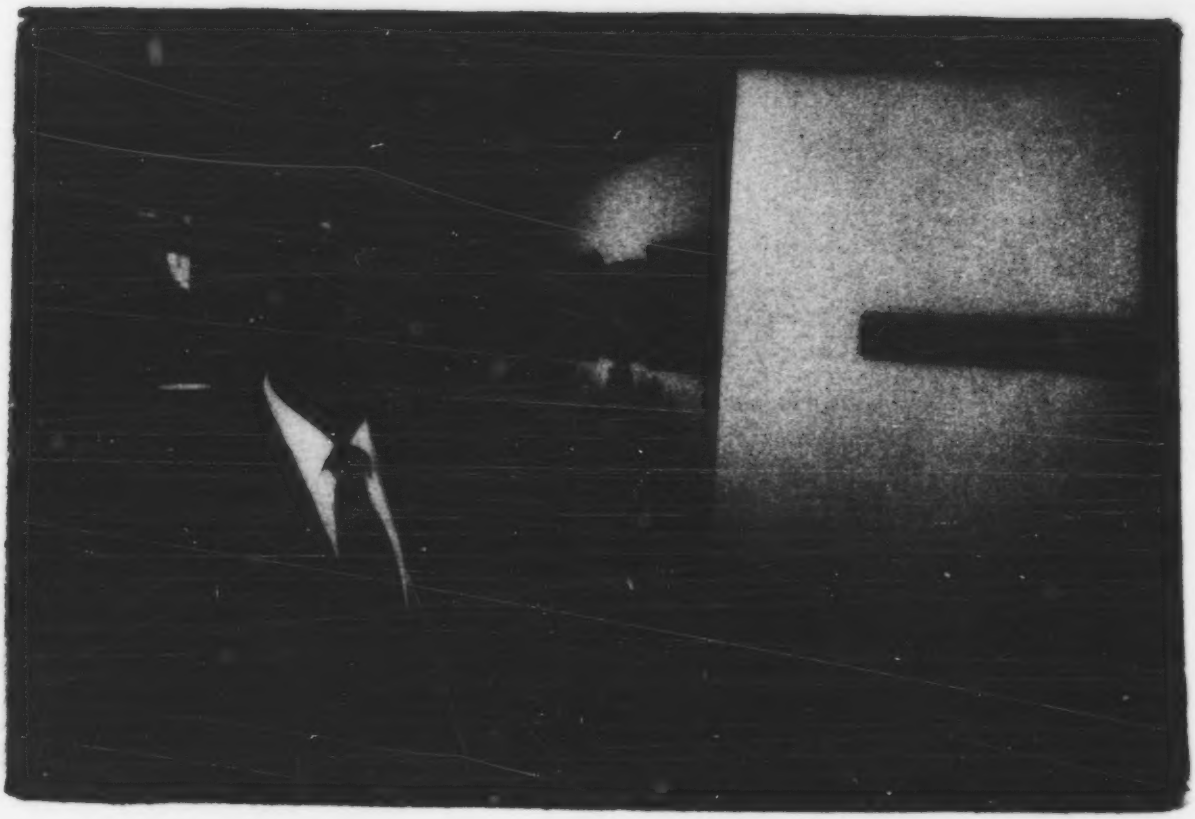
The Metropolitan Toronto Police Services Board is responsible for ensuring that effective levels of police services are maintained within Metropolitan Toronto. The Police Force responds to calls for service from citizens, participates with individuals and organizations in preventative activities and develops and implements programs to enhance the safety and well-being of the Metropolitan Toronto community.

During 1990, the Force continued to implement community-based policing in five divisions and two traffic units with an approach based on local needs assessments, community profiles and creating strategies for joint, police-community methods of problem solving. In the communities served by this approach, there is a growing recognition of the fact that the efforts of the police and the community are best directed if community expectations and concerns are integrated with policing efforts.

The Force has also undertaken a new program to build more positive relations with members of culturally, racially and linguistically diverse populations of Metropolitan Toronto. A new program, entitled "Building Partnerships", will provide selected units with a means to evaluate and appropriately respond to the service needs of diverse members of our community. In this context, efforts made at making our Police Force more representative of the cosmopolitan community we serve have been successful. Employment equity targets have been met through the implementation of recruitment strategies such as "Cosmopolitan Cops". This initiative has been successful in attracting more visible minorities, aboriginal people and women to policing.

The goals and objectives for the Force in 1991 include the ongoing enhancement of safety and security within the Metropolitan Toronto community through the delivery of balanced and high quality policing services; addressing concerns related to substance abuse; coordinating efforts for traffic management and urban design; and the enhancing of resource management within the Force itself so that it continues to meet the expectations of an increasingly diverse community as efficiently and effectively as possible.

Metro Toronto sleeps ... for the most part. In areas all across Metro, law enforcement officers are hard at work in line with Metro Toronto's policing philosophy of emphasizing positive cooperative and community involvement as the keystones to the effective maintenance of law and order.



John L. Pickard, Commissioner of Finance and Treasurer

Report of the Commissioner of Finance

I am pleased to present the Audited Consolidated Financial Statements of the Municipality of Metropolitan Toronto for the year ended December 31, 1990 and to comment on the year's operating results.

1990 was a year characterized by deep economic uncertainty and unprecedented fiscal challenge. It provided an opportunity to demonstrate that Metropolitan Toronto possesses the capacity to take advantage of its fundamental financial strengths and also has the political will to implement the financial management policies and decisions necessary to deal with prevailing circumstances.

In the latter half of 1990, it became evident that the Corporation was experiencing significant difficulties in containing expenditures and generating revenues to budgeted levels in the three most significant areas of its operation:

- as a result of the first major decline in the Canadian economy since the early 1980's, the Community Services Department was faced with a significantly higher welfare caseload than anticipated. Additionally, the Department was experiencing subsidy shortfalls due to the decline in provincial funding for budgeted day care expansion programs;
- deteriorating economic conditions contributed also to the Toronto Transit Commission experiencing lower than anticipated ridership levels, resulting in a significant revenue shortfall; and
- the Metropolitan Toronto Police Force incurred substantial additional expenditures due to necessary overtime and associated costs related to an increase in criminal code offences and related court time.

In order to restrain overexpenditures and revenue shortfalls, the Metropolitan Council, in the latter part of the year, adopted a number of significant financial management initiatives and measures relating to stricter control of the subsequent expenditures of the Corporation, its Boards, Commissions and Agencies, including minimizing and postponing expenditures of a discretionary nature. As a direct consequence, the 1990 general municipal purpose operations were completed well within budget.

The Corporation's capital spending priorities in 1990 continued to be dominated by the substantial infrastructure investment required for environmental and transportation services. More stringent standards to meet community acceptance and adherence to provincial regulations continued to increase the costs of projects in both the solid waste management and water pollution control programs. The significant transportation capital outlays incurred reflect the Corporation's ongoing commitment to the expansion of rapid transit facilities in the metropolitan region — evidenced most recently by the Municipality's endorsement of the Province of Ontario's $5 billion strategy for a decade of major transit expansion, known as the "Lets Move" Program.

Since 1985, the Metropolitan Council has adhered to certain fundamental guidelines in respect of its corporate debt management:

- debt charges should average no more than 15% of the general levy;
- the percentage of net capital expenditure to be raised annually in the levy should be no more than 50% of the financing required; and
- the mill rate should increase each year by no more than the estimated inflation rate within the economy as measured by the Consumer Price Index in the absence of significant expansion of existing programs or the introduction of new programs.

Indeed, it has been primarily through adherence to its debt management criteria that the Metropolitan Corporation has succeeded in managing a substantial capital expenditure program while, at the same time, maintaining a responsible debt load and a credit rating of the highest quality.

The Metropolitan Corporation incurred total capital expenditure of $457 million in 1990, an increase of $34 million, or 8%, over 1989. As in previous years, transportation services remained the largest single category of capital expenditures, and in 1990 amounted to $194 million. Expenditure on environmental services amounted to $152 million in 1990 demonstrating Metropolitan Council's ongoing concern for environmental protection.

Total capital financing in 1990 amounted to $420 million, with an amount of $46 million remaining not permanently financed at year end. Financing from all internal sources as a percentage of total capital financing increased to 57% in 1990 from 50% in 1989. Provincial capital grants as a percentage of total capital expenditures, however, remained at 28%, the same level as in 1989. External debt issued in 1990, at $35 million, was minimal due to the relative volatility of the capital markets at the time, but an improvement in financial market conditions led to the securing of permanent financing in early 1991 for the major portion of the unfinanced 1990 capital expenditures.

Some measures of financial condition which are worth noting from the 1990 results include:

- an increase of 11.6% in the Corporation's total Reserves and Reserve Funds to $395 million;
- a 7.7% reduction in external debt outstanding to $430 million, or $201 per capita;
- a decline in debt servicing charges for general municipal purposes as a percentage of the general tax levy from 12.4% in 1989 to 11.9% in 1990; and
- a 2.4% increase in taxable assessment in the metropolitan region with a ratio of 53% commercial/industrial to 47% residential/farm assessment.

Despite the severe economic pressures facing all aspects of the community in 1990, and, in particular, in the areas of welfare, transit and police services, the Municipality of Metropolitan Toronto concluded the year in sound fiscal health.

John L. Pickard, B. Com., F.C.A.
Commissioner of Finance and Treasurer

September, 1991

The Municipality of
Metropolitan Toronto

Metropolitan Audit Department
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Allan G. Andrews, C.A.
Metropolitan Auditor

April 30, 1991

Auditor's Report

**The Chairman and Members of
Metropolitan Council of
The Municipality of Metropolitan Toronto**

I have audited the consolidated balance sheet of The Municipality of Metropolitan Toronto as at December 31, 1990 and the consolidated statement of operations for the year then ended. These financial statements are the responsibility of the Municipality's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Municipality as at December 31, 1990 and the results of its operations for the year then ended in accordance with generally accepted accounting principles for Ontario municipalities.

Metropolitan Auditor

Municipality of
Metropolitan Toronto

Consolidated Balance Sheet

December 31, 1990

Dollars in Thousands

Assets	**1990**	1989
Unrestricted		
Cash	**$ 37,148**	$ —
Investments (note 3)	**171,822**	191,472
Accounts receivable (note 4)	**361,126**	284,513
Other current assets	**81,102**	57,410
Long term receivables	**4,517**	4,784
	655,715	538,179
Restricted (note 11)		
Cash	**1,376**	700
Investments (note 3)	**128,032**	255,830
Accounts receivable	**2,601**	4,585
Other current assets	**382**	514
	132,391	261,629
Capital outlay financed by long term liabilities and to be recovered in future years	**430,464**	465,713
	$1,218,570	$1,265,521
Liabilities and Fund Balances		
Current liabilities		
Temporary loans	**$ —**	$ 3,880
Accounts payable and accrued liabilities	**354,686**	376,383
Other current liabilities (note 4)	**46,696**	50,720
	401,382	430,983
Net long term liabilities (note 7)	**430,464**	465,713
Other long term liabilities	**40,200**	—
Fund balances at end of year		
To be used to offset taxation or user charges (note 10)	**11,741**	54,940
Transit operations (notes 9, 10)	**(14,000)**	(32,120)
Capital operations not yet permanently financed (note 10)	**(45,890)**	(7,917)
Reserves (note 11)	**278,879**	113,411
Reserve funds (note 11)	**115,794**	240,511
	$1,218,570	$1,265,521

See accompanying notes

Metropolitan Toronto

Consolidated Statement of Operations

Year Ended December 31, 1990

Dollars in Thousands

Sources of Financing	**1990**	1989
Taxation and user charges		
Requisition on local municipalities	**$ 2,775,322**	$ 2,515,353
Less school board requisition	**(1,821,752)**	(1,633,238)
User charges	**972,608**	924,935
Grants		
Government of Canada	**4,543**	10,761
Province of Ontario	**1,012,603**	842,912
Other		
Investment income	**78,372**	50,640
Sale of land and other fixed assets	**31,141**	17,627
Fines	**43,436**	53,004
Miscellaneous	**51,783**	48,204
Proceeds from the issue of long term liabilities	**35,024**	77,133
Municipal fund balances at beginning of year (note 10)		
To be used to offset taxation or user charges	**54,940**	32,982
Transit operations (note 9)	**(32,120)**	(26,231)
Capital operations not yet permanently financed	**(7,917)**	(68,025)
Total financing available during the year	**$ 3,197,983**	$ 2,846,057
Applied to		
Current operations (note 8)		
General government	**$ 126,979**	$ 108,561
Protection to persons and property	**501,802**	450,603
Transportation services	**812,749**	696,194
Environmental services	**248,454**	229,269
Health services	**64,279**	53,597
Social and family services	**843,898**	658,008
Recreation and cultural services	**133,244**	129,950
Planning and development	**16,785**	14,827
	2,748,190	2,341,009
Capital operations		
General government	**52,180**	19,236
Protection to persons and property	**25,315**	28,041
Transportation services	**193,503**	198,231
Environmental services	**151,679**	130,330
Health services	**5,697**	6,298
Social and family services	**9,088**	15,183
Recreation and cultural services	**19,495**	25,762
Planning and development	**234**	143
	457,191	423,224
Net appropriations to reserves and reserve funds	**40,751**	66,921
Municipal fund balances at end of year (note 10)		
To be used to offset taxation or user charges	**11,741**	54,940
Transit operations (note 9)	**(14,000)**	(32,120)
Capital operations not yet permanently financed	**(45,890)**	(7,917)
Total applications during the year	**$ 3,197,983**	$ 2,846,057

See accompanying notes

Notes to Consolidated Financial Statements

Year Ended December 31, 1990

1. Accounting Policies

The consolidated financial statements of the Municipality of Metropolitan Toronto are the representations of management prepared in accordance with accounting policies prescribed for Ontario municipalities by the Ministry of Municipal Affairs.

(a) Basis of Consolidation

(i) Consolidated entities

These consolidated financial statements reflect the assets, liabilities, sources of financing and expenditures of the revenue fund, capital fund, reserves and reserve funds of the Municipality and include the activities of all committees of Council and the following boards and municipal enterprises which are under the control of Council:

Metropolitan Toronto Police Services Board
Metropolitan Licensing Commission
Metropolitan Toronto Waterworks System
Metropolitan Toronto Library Board
Toronto Transit Commission
Metropolitan Toronto Coach Terminal Inc.
(formerly Gray Coach Lines, Limited)
Board of Governors of Exhibition Place
Board of Management of the O'Keefe Centre
Board of Management of the Metropolitan Toronto Zoo
Board of Management of the Guild

All interfund assets and liabilities and sources of financing and expenditures have been eliminated with the exception of loans or advances between reserve funds and any other fund of the municipality and the resulting interest income and expenditures.

(ii) Non-consolidated entities

The following entities are not consolidated:

Metropolitan Toronto Housing Company Limited
Metropolitan Toronto Housing Development Corporation
Metropolitan Toronto School Board

(iii) Accounting for school board transactions

The Consolidated Statement of Operations reflects the Metropolitan Toronto Education Levy requisitioned upon the Metropolitan Toronto area municipalities and the subsequent transfer thereof to the Metropolitan Toronto School Board.

(iv) Trust funds

Trust funds and their related operations administered by the municipality are not consolidated but are reported separately on the Trust Funds Statement of Continuity and Balance Sheet.

(b) Basis of Accounting

(i) Revenue and expenditure recognition

The accrual basis of accounting recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

(ii) Charges for long term liabilities

Sources of financing and expenditures are reported on the accrual basis of accounting with the exception of principal charges on long term liabilities which are charged against operations in the periods in which they are paid.

(iii) Fixed assets

The historical cost and accumulated depreciation for fixed assets are not recorded for municipal purposes. Fixed assets are reported as an expenditure on the Consolidated Statement of Operations in the year of acquisition.

(iv) Capital outlay financed by long term liabilities and to be recovered in future years

"Capital outlay financed by long term liabilities and to be recovered in future years", as reported on the Consolidated Balance Sheet, represents the sum of:

- the outstanding principal portion of unmatured long term liabilities for municipal expenditures;

- long term obligations arising out of capital leases entered into by the municipality and its local boards;
- capital funds transferred to those local boards and municipal enterprises of the municipality for which it is authorized to incur debt.

(v) Liabilities payable in foreign currencies

Long term debt payable in foreign currencies has been translated into Canadian funds at the exchange rate prevailing at December 31, 1990.

(vi) Restatement to municipal basis of accounting

The Toronto Transit Commission and Metropolitan Toronto Coach Terminal Inc. adopt a commercial basis of accounting in reporting their capital transactions. The financial statements of these entities have been restated to reflect the foregoing municipal basis of accounting prior to their incorporation in these consolidated financial statements (see also note 9).

2. Trust Funds

Trust funds administered by the Municipality and its local boards amounting to $26,000,000 (1989 – $32,000,000) have not been included in the Consolidated Balance Sheet nor have their operations been included in the Consolidated Statement of Operations.

3. Investments

The unrestricted investments of $171,822,000 (1989 – $191,472,000) and restricted investments of $128,032,000 (1989 – $255,830,000) are reported on the Consolidated Balance Sheet at cost. The market value of these investments at the end of the year approximates cost.

4. Sinking Funds Surplus Monies

The sinking fund balances reflected in the net long term liabilities at the end of the year do not include specific accumulated contributions and earnings at that date in excess of the total related debt. These excess accumulations amounting to $20,277,007 in 1990 (1989 – $22,450,000) are subject to a decision of The Metropolitan Council as to their use for either capital purposes or the reduction of debt charges. Accordingly, while they have been recorded as receivable, corresponding amounts have been set up as deferred revenue and are included on the Consolidated Balance Sheet under "Other Current Liabilities".

5. Pension Agreements

(a) Ontario Municipal Employees Retirement Fund

The Municipality contributes to the Ontario Municipal Employees Retirement Fund (OMERS), a multi-employer plan, on behalf of approximately 15,500 members (54%) of its staff. This plan is a defined benefit plan and specifies the amount of the retirement benefit to be received by the employees based on length of service and final average earnings.

The amount contributed to OMERS for current service in 1990 was $36,729,000 (1989 – $31,984,000) and is included as an expenditure on the Consolidated Statement of Operations.

The latest actuarial valuation, conducted at December 31, 1989, indicates that OMERS is in sound financial condition and that current member and employer contribution rates appear sufficient to fund future benefits.

(b) Toronto Transit Commission Pension Fund Society

Substantially all Commission employees, including those assigned to Metropolitan Toronto Coach Terminal Inc., are members of the Toronto Transit Commission Pension Fund Society.

Pensions provided by the Society are based on length of service and average base year earnings. The average base years, which are currently 1985 to 1988, are updated from time to time, provided that the financial position of the Society so permits.

By agreement the Commission is obligated to contribute to the Society 6.25% of wages and salaries up to the year's maximum pensionable earnings as defined by the Canada Pension Plan, and 7.85% of wages and salaries in excess of this amount. Members contribute equally to the Society.

The contributions by the Commission amounted to $29,034,000 in 1990 (1989 – $25,499,000).

(c) Other Pension Plans

Certain employees of the Municipality of Metropolitan Toronto and its various local boards and municipal enterprises are members in a number of other pension plans. These plans provide pensions based on length of service and final average earnings.

The amount contributed to these plans for current service in 1990 was $6,156,000 (1989 – $6,277,000) and is included as an expenditure on the Consolidated Statement of Operations.

Actuarial estimates indicate that, based on projections of employees' compensation levels to time of retirement, the present value of the unfunded obligations for pension benefits relating to past service was $15,842,000 as at December 31, 1990 (1989 – $21,860,000). This balance is being funded and charged to operations as follows:

Dollars in Thousands

	1991 to 1992	1993 to 1994	**Total**
To be recovered from:			
General municipal revenue	$8,901	$6,941	**$15,842**

No provision has been made in the accounts for this obligation and the expense is recorded as funded annually. Expenditure for past service of $4,972,000 was made in 1990 (1989 – $6,480,000) and is reported on the Consolidated Statement of Operations.

6. Liability for Vested Sick Leave Benefits

Under the sick leave benefit plan, unused sick leave can accumulate and employees may become entitled to a cash payment when they leave the employment of the Municipality and the following local boards and municipal enterprises:

Metropolitan Toronto Waterworks System
Metropolitan Toronto Library Board
Board of Governors of Exhibition Place
Board of Management of the Metropolitan Toronto Zoo
Metropolitan Toronto Housing Company Limited

The liability for these accumulated days, to the extent that they have vested and could be taken in cash by an employee on terminating, amounted to $114,735,000 (1989 – $104,055,000) at the end of the year.

In order to provide for this past service liability the Municipality has established a Corporate Sick Pay Reserve Fund. Contributions to this reserve fund are based on amounts deemed to be sufficient to provide for anticipated payments and, during 1990, such contributions by the Municipality and other participants amounted to $5,496,000 (1989 – $3,887,000) and $115,000 (1989 – $78,000) respectively.

Anticipated payment over the next five years to employees of the Municipality and its participating local boards and municipal enterprises who are eligible to retire are as follows:

Dollars in Thousands

	1991	1992	1993	1994	1995
Municipality	$6,116	$6,574	$6,934	$7,120	$7,769
Other participants	114	124	131	137	147

At December 31, 1990, the balance of the Corporate Sick Pay Reserve Fund was $9,422,000 (1989 – $9,752,000).

7. Net Long Term Liabilities

(a) The net long term liabilities reported on the Consolidated Balance Sheet are made up of the following:

Dollars in Thousands

	1990	1989
Total long term liabilities incurred by the Municipality including those incurred on behalf of school boards, other municipalities and municipal enterprises and outstanding at the end of the year amount to	**$1,359,307**	$1,368,080
In addition, the Municipality has assumed responsibility for the payment of principal and interest charges on certain long term liabilities issued by other municipalities. At the end of the year the outstanding principal amount of this liability is	**256**	338
Capital leases	**289**	2,281
Long term interest free loan payable to Province of Ontario	**2,681**	2,681
Of the long term liabilities shown above, the responsibility for payment of principal and interest charges has been assumed by school boards, other municipalities and by the Province of Ontario. At the end of the year, the outstanding principal amount of this liability is	**(465,025)**	(448,977)
The total value of sinking funds and the balance in the Ministry of the Environment Debt Retirement Fund which have been accumulated to the end of the year to retire the outstanding long term liabilities included above amount to	**(467,044)**	(458,690)
Net long term liabilities	**$ 430,464**	$ 465,713

(b) Net long term liabilities – future redemption

Of the net long term liabilities reported in (a) of this note, $202,467,000 in principal payments are payable from 1991 to 1995, $80,700,000 from 1996 to 2000, and $156,000 thereafter, and are summarized as follows:

Dollars in Thousands

	1991 to 1995	1996 to 2000	2001 and thereafter	**Total**
From general municipal revenues	$181,317	$ 72,480	$ 99	**$253,896**
From consolidated municipal enterprises	21,150	8,220	57	**29,427**
	$202,467	$ 80,700	$ 156	**$283,323**

The difference between the total of principal redemption indicated above ($283,323,000) and the total of net long term liabilities reported in note 7 (a) ($430,464,000) is related to the following two factors:

(i) Long term liabilities payable in U.S. funds reported in note (a) have been translated into Canadian funds at the exchange rate prevailing at December 31, 1990, whereas the projections of principal redemption above are based on $1 US = $1 Canadian.

(ii) The projections of principal redemption indicated above are based on the premise that actuarial sinking fund deposits (in respect of sinking fund debentures) will earn interest, capitalized yearly thereon, at a rate not exceeding 8% and which will be sufficient to repay such debentures in full at maturity.

(c) Translation of net long term liabilities payable in foreign currencies

Included in net long term liabilities on the Consolidated Balance Sheet and translated into Canadian funds at the rate of exchange prevailing at December 31, 1990 is an amount of US$63,799,000 (1989 – US$82,786,000), the translated value of which amounts to Cndn$74,026,000 (1989 – Cndn$95,850,000).

(d) Ontario Municipal Board

Approval of the Ontario Municipal Board has been obtained for the debenture debt reported in (a) of this note issued in the name of the Municipality.

(e) Long term liabilities incurred on behalf of area municipalities, school boards and the Province of Ontario

The Municipality is contingently liable for long term liabilities for which the responsibility for the payment of principal and interest has been assumed by its area municipalities, school boards and the Province of Ontario. The total amount outstanding as at December 31, 1990 is $465,025,000 (1989 – $448,977,000) and is not recorded on the Consolidated Balance Sheet.

8. Charges for Net Long Term Liabilities

Total charges for the year for net long term liabilities which are reported on the Consolidated Statement of Operations are as follows:

Dollars in Thousands

	1990	1989
Principal payments including contributions to sinking funds and the Ministry of the Environment Debt Retirement Fund	**$ 43,664**	$ 41,128
Interest	**83,511**	85,414
	$127,175	$126,542

The charges for long term liabilities assumed by the area municipalities, school boards and the Province of Ontario are not reflected in these statements.

9. Effect of Adoption of Municipal Accounting Conventions

As indicated in Note 1(b)(vi), the financial statements of the Toronto Transit Commission and Metropolitan Toronto Coach Terminal Inc., have been restated to reflect a municipal basis of accounting for capital transactions prior to their incorporation in these consolidated financial statements. The effect of this restatement is as follows:

Dollars in Thousands

	1990	1989
Equity on a commercial basis	**$ 61,050**	$ 76,040
Reduction in equity due to restatement	**(75,050)**	(108,160)
Deficit on a municipal basis	**$(14,000)**	$ (32,120)

10. Municipal Fund Balances at the End of the Year

The balances on the Consolidated Statement of Operations of municipal equity (deficit) at the end of the year consist of the following:

Dollars in Thousands

	1990	1989
For general reduction of taxation or user charges	**$ 11,741**	$ 54,940
Transit operations – deficit arising as a result of restatement to municipal basis of accounting	**(14,000)**	(32,120)
	(2,259)	22,820
Acquisition of fixed assets to be recovered through taxation or user charges	**(515)**	—
Acquisition of fixed assets to be financed from the proceeds of long term liabilities	**(136,653)**	(97,174)
Acquisition of fixed assets to be recovered from other financing	**(4,962)**	—
Funds available for the acquisition of fixed assets	**96,240**	89,257
	(45,890)	(7,917)
	$(48,149)	$ 14,903

Approval of the Ontario Municipal Board has been obtained for the pending issues of long term liabilities.

11. Reserves and Reserve Funds

(a) The total balances of reserves and reserve funds are made up of the following:

Dollars in Thousands

	1990	1989
Reserves set aside for specific purposes by Council		
Refuse disposal purposes	**$201,840**	$ 712
Contingencies	**32,627**	29,339
Water rates stabilization	**10,000**	10,000
Capital financing stabilization	**8,952**	7,825
Replacement of equipment	**8,840**	7,722
Sick pay benefits	**5,209**	4,726
Exchange stabilization	**4,987**	4,987
Debenture repayment	**4,840**	4,840
Parks and recreation program facilities	**1,584**	1,298
Transit purposes	**—**	41,200
Other	**—**	762
	278,879	113,411
Reserve funds set aside for specific purposes by Council		
Insurance	**28,641**	21,766
Pollution control	**22,609**	29,466
Employee benefits, other than sick pay	**21,682**	12,879
Parks and recreation program facilities	**10,895**	4,737
Metro Hall	**10,690**	11,301
Property settlement	**10,607**	9,631
Sick pay benefits	**9,422**	9,752
Refuse disposal purposes	**—**	140,348
Other	**1,081**	474
	115,627	240,354
Reserve funds set aside for specific purposes by legislation, regulation or agreement		
Lakeview Sewage Treatment Plant Contingency	**167**	157
	115,794	240,511
	$394,673	$ 353,922

(b) The assets and liabilities of the Reserve Funds are as follows:

Dollars in Thousands

	1990	1989
Restricted Assets per the Balance Sheet	**$132,391**	$ 261,629
Receivable from the Revenue Fund (eliminated on Consolidated Balance Sheet)	**21,794**	31,026
	154,185	292,655
Less: Accounts Payable	**38,391**	52,144
Fund Balance	**$115,794**	$ 240,511

12. Public Liability Insurance

The Municipality has established an Insurance Reserve Fund to meet the deductible provisions of insurance policies, to provide for premiums in respect of external insurance coverage and for the financing of losses in excess of external coverage. The metropolitan departments and the various participating local boards, commissions and agencies make annual contributions to the Insurance Reserve Fund on a predetermined basis which takes into account, among other things, the most recent claims experience.

Based upon an actuarial review, provision has been made in the accounts for reported claims, although the fund remains contingently liable for claims incurred but not reported. The balance of the Insurance Reserve Fund is considered adequate for its purpose and is, in any event, subject to ongoing review.

13. Workers' Compensation Obligations

The Municipality, as a Schedule II employer under the Workers' Compensation Act, follows a policy of self insurance for all its employees. Payments made to employees of the Municipality for accidents incurred while employed are expensed when made. The total value of awards outstanding as at December 31, 1990 is estimated by management to be $71,000,000, such sum not including any potential increases to such awards. An amount of $11,000,000 has been provided for in these financial statements.

14. Retiree Benefits

Metropolitan Council approved additional benefits related to retiree medical and dental coverage effective January 1, 1990. The estimated present value of such benefits has been actuarially determined to be $14,170,000. No provision has been made in the financial statements for this liability.

15. Contractual Obligations

The Metropolitan Council, in 1988, approved capital expenditures in the sum of $210,760,000 for the construction of Metro Hall, a distinct and identifiable headquarters for the Metropolitan Corporation, with occupancy planned for 1992. Council further approved that such capital expenditures be financed by debentures having a term not exceeding 10 years and in an amount of $210,760,000 less the total of amounts available in the Reserve Fund for Capital Costs of Metro Hall.

The Reserve Fund for Capital Costs of Metro Hall was created by Metropolitan Council in 1987. During 1987, 1988, 1989 and 1990 the sums of $15,000,000, $30,000,000, $30,000,000 and $30,000,000 respectively were transferred to the Reserve Fund from current operations. The 1991 Operating Budget contains a provision for an additional contribution of $15,000,000.

As at December 31, 1990, capital costs of $97,251,000 had been expended and had been fully financed by the Reserve Fund. The balance of the Reserve Fund was $10,690,000 as at December 31, 1990 (1989 – $11,301,000).

16. Comparative Figures

Certain of the 1989 figures presented here for comparative purposes have been reclassified to conform with the current year's presentation.

Municipality of
Metropolitan Toronto

Analysis of Current Operations

Year Ended December 31, 1990

Dollars in Thousands

	1990	1989
Surplus at beginning of year	**$ 22,820**	$ 6,751
Revenue		
Taxation and user charges		
Requisition on local municipalities	**2,775,322**	2,515,353
Less school board requisition	**(1,821,752)**	(1,633,238)
User charges	**967,738**	918,442
Grants		
Government of Canada	**3,091**	2,176
Province of Ontario	**881,717**	723,118
Other		
Investment income	**62,856**	24,774
Sale of land and other fixed assets	**28,251**	1,433
Fines	**43,436**	53,004
Contributions from reserves and reserve funds	**98,300**	43,865
Miscellaneous	**25,227**	22,692
	3,064,186	2,671,619
Expenditure		
General government	**197,575**	150,425
Protection to persons and property	**523,889**	475,816
Transportation services	**873,692**	771,895
Environmental services	**401,511**	366,202
Health services	**70,850**	60,283
Social and family services	**853,661**	667,432
Recreation and cultural services	**151,030**	148,424
Planning and development	**17,057**	15,073
	3,089,265	2,655,550
(Deficit) Surplus at end of year	**$ (2,259)**	$ 22,820

Municipality of
Metropolitan Toronto

Analysis of Capital Operations

Year Ended December 31, 1990

Dollars in Thousands

	1990	1989
Capital operations not yet permanently financed at beginning of year	**$ (7,917)**	$ (68,025)
Financing		
Contributions from current operations	**119,439**	122,039
Contributions from reserves and reserve funds	**98,101**	107,582
Long term liabilities incurred	**35,554**	78,126
Ontario grants	**130,886**	119,794
Other	**35,768**	56,784
	419,748	484,325
Expenditure		
General government	**52,237**	19,236
Protection to persons and property	**25,367**	28,149
Transportation services	**193,503**	198,609
Environmental services	**152,097**	130,716
Health services	**5,697**	6,298
Social and family services	**9,088**	15,241
Recreation and cultural services	**19,495**	25,825
Planning and development	**237**	143
	457,721	424,217
Capital operations not yet permanently financed at end of year	**$ (45,890)**	$ (7,917)

Municipality of
Metropolitan Toronto

Analysis of Reserves and Reserve Funds

Year Ended December 31, 1990

Dollars in Thousands

	1990	1989
Balance at beginning of year	**$353,922**	$ 287,001
Revenue		
Contributions from current operations	**221,636**	192,502
Interest earned	**15,516**	25,866
	237,152	218,368
Expenditure		
Transfers to current operations	**98,300**	43,865
Transfers to capital operations	**98,101**	107,582
	196,401	151,447
Balance at end of year	**$394,673**	$ 353,922

Metro Services 1990

- 1.5 million transit passenger trips per average business day.
- 2,405,000 Police Force service responses.
- Supply of 1.4 million cubic metres of treated water per day.
- Disposal or recycling of 3.1 million tonnes of solid waste.
- Sewage treatment of 1.5 million cubic metres daily average flow.
- Financial assistance to average monthly case load of 50,600 metro residents.
- 723,000 hostel bed nights.
- 4,658,000 days of subsidized day care.
- Care of 2,450 residents in 9 metropolitan homes for the aged.
- 403,865 ambulance calls with average response time of 6.7 minutes.
- Maintenance of 732 kilometres of road and 1637 traffic signals.
- Maintenance of 4,660 hectares of parkland.

It's 4 a.m. ... in just a couple of hours Metro's cars, vans and trucks will descend upon its highways making the region come alive and signalling the start of a new day ... but, right now, a perfectly peaceful opportunity for a Metro Transportation crew to undertake everyday maintenance duties on one of Metro's transportation arteries.

Metro Toronto... Service Around the Clock

The dawn of a new day finds catering preparations well underway at Seaton House — a hostel for homeless indigents, operated by the Community Services Department.
Which brings us to the end of a 24-hour span of Metro Toronto service ... but another brand new day lies waiting in the wings and Metro's wheels of service will keep rolling along ...

Metropolitan Council

Chairman

Alan Tonks
York – Humber

Mayors

Fergy Brown
York

Art Eggleton
Toronto

David Johnson
East York

Mel Lastman
North York

Bruce Sinclair
Etobicoke

Joyce Trimmer
Scarborough

Councillors

Brian Ashton
Scarborough – Bluffs

Maria Augimeri
North York – Black Creek

Ila Bossons
Toronto – Midtown

Scott Cavalier
Scarborough – Agincourt

Paul Christie
Toronto – East Toronto

Mike Colle
York – Eglinton

Dennis Flynn
Etobicoke – Kingsway-Humber

Norman Gardner
North York – Centre

Mario Gentile
North York – Humber

Richard Gilbert
Toronto – Davenport

Lois Griffin
Etobicoke – Rexdale-Thistletown

Brian Harrison
Scarborough – City Centre

Roger Hollander
Toronto – Don River

Anne Johnston
Toronto – North Toronto

Joan King
North York – Seneca Heights

Marie Labatte
North York – Don Parkway

Dale Martin
Toronto – Downtown

Ken Morrish
Scarborough – Highland Creek

Howard Moscoe
North York – Spadina

Dick O'Brien
Etobicoke – Markland-Centennial

Peter Oyler
East York

Joe Pantalone
Toronto – Trinity-Niagara

Maureen Prinsloo
Scarborough – Wexford

Bev Salmon
North York – Centre South

Bob Sanders
Scarborough – Malvern

Derwyn Shea
Toronto – High Park

Chris Stockwell (to Sept. 22/90)
Blake Kinahan (from Dec. 6/90)
Etobicoke – Lakeshore-Queensway

Senior Management

Metropolitan Departments

Dale E. Richmond
Chief Administrative Officer

Allan G. Andrews
Metropolitan Auditor

Robert G. Bundy
Commissionerr
Parks and Property

Daniel Crombie
Metropolitan Clerk

John Dean
Commissioner
Ambulance Services

Ossie Doyle
Metropolitan Solicitor

Peter Ferguson
Commissioner
Personnel

Robert G. Ferguson
Commissioner
Works

Douglas P. Floyd
Commissioner
Transportation

John A. Gartner
Commissioner
Planning

Richard Picherack
Commissioner
Community Services

Donald R. Richmond
Commissioner (June 90)
Community Services

John L. Pickard
Commisioner of Finance and Treasurer

Dale E. Richmond
Commissioner
Management Services

Boards, Commissions and Agencies

Allan Leach
Chief General Manager
Toronto Transit Commission

William McCormack
Chief
Metropolitan Toronto
Police Force

Peter Moore
Chief General Manager
Exhibition Place

Martin Onrot
General Manager
O'Keefe Centre

Carol Ruddell-Foster
General Manager
Metropolitan
Licensing Commission

Frances Schwenger
Director
Metropolitan Toronto
Library Board

Calvin White
General Manager
Metropolitan Toronto Zoo